2003 STATE HOMELAND SECURITY ASSESSMENT AND STRATEGY (SHSAS)

EXECUTIVE SUMMARY

This document is South Carolina's State Strategy for Homeland Security. The State Strategy provides the framework for building preparedness against terrorist attacks in South Carolina. The State Strategy complements national homeland security objectives and describes programs and initiatives that will enhance South Carolina's capabilities to detect, prevent, and respond to terrorist activity within its borders. Because all terrorist incidents begin as a local action, the success of State and local programs is key to the national response plan. Protecting our nation's citizens from terrorist attacks here at home is arguably the most important pillar of the war on terrorism.

The *National Strategy for Combating Terrorism* describes our nation's enemy not as another nation, political regime, or religious sect. Rather, it defines America's most dangerous enemy as "terrorism – premeditated, politically motivated violence perpetrated against noncombatant targets by sub-national groups or clandestine agents." This enemy seeks to destroy America's wealth and way of life by securing secondary psychological and economic effects through massive catastrophic attacks against unsuspecting civilians. This enemy will readily choose weapons of mass destruction to overcome the advantages of our nation's military might and economic power, and does not hesitate to destroy innocent lives. In June 2002, the United States published its *Strategy* to simultaneously attack global terrorism on the following four fronts:

- *Defeat* terrorist organizations of global reach by attacking their sanctuaries; leadership; command, control, and communications; material support and finances.
- *Deny* further sponsorship, support, and sanctuary to terrorists by ensuring other states [countries] accept their responsibility to take action against these international threats within their sovereign territory.
- *Diminish* the underlying conditions that terrorists seek to exploit by enlisting the international community to focus its efforts and resources on the areas most at risk.
- *Defend* the United States, our citizens, and our interests at home and abroad by proactively protecting our homeland and extending our defenses to ensure we identify and neutralize the threat as early as possible.

"America is no longer protected by vast oceans. We are protected from attack only by vigorous action abroad, and increased vigilance at home."

President George W. Bush
January 29, 2002

As our nation's military continues its seemingly endless mission to destroy terrorist concentrations and safe havens abroad, Federal, State, and local emergency responders prepare America's defenses at home. Like the military, emergency responders face a difficult and costly mission that is as important to the survival of our nation as any we have ever faced.

On July 16, 2002, the President of the United States released a new, focused strategy to address the fourth front described above. The *National Strategy for Homeland Security* outlines a comprehensive plan for developing new capabilities at home and providing a framework of shared, overlapping responsibility between Federal, State, and local institutions, the private sector, and the American people. This *Strategy* relies on a proactive emergency response

community to extend the nation's defenses to detect, disrupt, and prevent terrorists from accomplishing their mission. The *Strategy* outlines the following overarching objectives:

- Prevent terrorist attacks within the United States

- Reduce America's vulnerability to terrorism
- Minimize the damage and recover from attacks that do occur

These strategic objectives, listed above in priority, provide the Federal framework for planning, funding, and developing the nation's defenses at home.

SCOPE

This document describes South Carolina's State Homeland Security Assessment and Strategy (SHSAS) for 2003. The assessment and strategy development, which began officially on September 29, 2003, and was completed on January 31, 2004, involved all key State agencies and 46 separate jurisdictions (counties).

PURPOSE

The purpose of the 2003 State Homeland Security Strategy (SHSS) is two-fold. First, this document provides the framework for completing any unfulfilled objectives from the 1999 State Domestic Preparedness Strategy (SDPS). Second, the new Strategy describes the State's vision, focus, goals, and objectives that will guide the State's preparedness efforts for the next three years.

The Strategy is the product of the cooperative efforts of our citizens; Federal, State, and local government; private industry; and the non-profit sector. The assessment process provided the basis for the strategy development and included comprehensive risk, capabilities, and needs assessments for the State and its 46 counties. As a separate action, jurisdiction and State leaders also completed the State's first agriculture assessment to determine South Carolina's vulnerability to agroterrorism threats.

SHSAS PROCESS

The State Law Enforcement Division (SLED) supervised the overall assessment and preparation of the new strategy. Serving as the State Administrative Agency (SAA), SLED organized the SHSAS process around the existing homeland security structure of State and Regional Counter-Terrorism Coordinating Councils (CTCC's). These councils are multi-discipline working committees that include representatives from law enforcement, emergency management, government, public works, fire fighters, emergency medical services, public health, health care, the U.S. Coast Guard, and many others. The Regional Councils also include representation from the jurisdictions (counties).

To accomplish the SHSAS process, the SAA procured contractor services to provide initial training and follow-on assistance, validate selected data, input approved data to the Office for Domestic Preparedness (ODP) online tool, and prepare various strategy documents. The SAA relied on the standing Needs Assessment Committees in the jurisdictions to complete the assessments and to forward their findings to the State. SLED provided on-site assistance to the jurisdictions for determining the Potential Threat Elements (PTE) and for evaluating the

jurisdictions' vulnerability to the identified threat. The Department of Health and Environmental Control (DHEC) and Clemson University coordinated their efforts to assist the jurisdictional assessments for agriculture. The SAA provided daily oversight of the process and coordinated all policy decisions through the Chief of SLED and the State CTCC.

ASSESSMENT RESULTS

Each of the State's 46 counties participated in the assessment as a separate jurisdiction. Requirements for "active" Native American tribes within South Carolina are included in the appropriate

jurisdictional data. These requirements include but are not limited to the Catawba, Cherokee, Chicora, Kusso-Natchez, Pee Dee, Santee, and Waccamaw tribes.

Even though the State has embraced a regional concept for response to terrorist and WMD activity, designating each county as a separate jurisdiction provided greater opportunity for local response disciplines to impact the overall assessment and the resulting 2003 Strategy. This assessment, representing 46 separate jurisdictions, provided the specificity in requirements definition that is needed to guide local preparedness efforts.

Risk Assessment

The risk assessment had two components – an evaluation of the threat and a vulnerability analysis for possible targets within each jurisdiction. SLED assembled several assistance teams to help the jurisdictions identify PTEs that are thought to reside within the various counties. The jurisdictions then rated each PTE according to its presence, violent history, intentions (if known), WMD capability, and likelihood of targeting within the county. The available threat ratings were Low, Medium, and High. Since the ODP instructions allowed for divergent interpretations of the threat, the jurisdictions reported and validated intelligence reports on a total of 68 PTEs in South Carolina. However, none of these received a High rating; fifty-seven percent were rated as Low; and the remaining forty-three percent were given a Medium threat rating.

During the assessment process, the jurisdictions also researched and reported all WMD threat related incidents that were reported and investigated between January 1, 2000 and December 1, 2002. The number of suspected WMD threats or incidents during this 35-month period totaled 4,472 for the entire State, of which 1,090 were investigated as possible criminal actions. Reports included bomb threats, hoax calls, HazMat incidents that might involve sabotage or criminal action, arson, and other occurrences where the use of chemical, biological, radiological, nuclear, or explosive (CBRNE) devices or agents may have been involved. More than 3500 of these reports were attributed to chemical or biological content. This was expected for two reasons. One is the fact that South Carolina has a very high density of chemical plants. The other reason is that the reporting period includes the time of the anthrax incident that followed shortly after September 11, 2001.

Once the jurisdictions determined the number, location, and nature of the potential threat, they assessed the possibility that specific infrastructure or assemblies of people might be targeted within their county limits. To complete the vulnerability analysis, the jurisdictions identified 2,858 CBRNE hazard sites within the State and numerous other critical infrastructure and key asset sites. In several instances, counties included some “soft” targets like schools, shopping malls, and sporting events in their identification of possible targets. Using the ODP methodology, each

jurisdiction then computed its vulnerability numerical score and reported that rating as High, Medium, or Low. Nearly three-quarters of South Carolina’s counties rated themselves as

having Medium vulnerability to a terrorist or WMD attack. Six counties – Charleston, Horry, Greenville, Richland, Spartanburg, and York – reported a High vulnerability to terrorist action.

Peter Chalk recently authored a RAND report entitled, “Hitting America’s Soft Underbelly: The Potential Threat of Deliberate Biological Attacks Against the U.S. Agricultural and Food Industry.” Mr. Chalk contends that the American farming community and food industry are very vulnerable to biological attack. South Carolina’s first-ever agricultural assessment produced vulnerability ratings that are very similar to those recorded for the overall basic assessment. Expectedly, because of South Carolina’s large agricultural base, nine counties reported a High vulnerability rating for possible targeting by terrorist groups.

Capabilities and Needs Assessment

The jurisdictions completed a comparison between current capabilities and requirements for WMD preparedness. The difference between recognized requirements and on-hand capabilities was reported as "needs" for each jurisdiction. The jurisdictions conducted this comparative analysis under five major categories: Planning, organization, equipment, training, and exercises.

- **Planning:** All of the jurisdictions reported that they have current Emergency Operations Plans (EOP) on hand. However, only 60 percent of the jurisdictions reported having an approved Terrorism Incident Annex (TIA) in their EOP. Of those who reported not having a TIA, all were in the process of completing the Annex within the next 90-120 days.

- **Organization:** The jurisdictions reported the number of special skills teams (e.g., HazMat, decontamination, SWAT, search and rescue, bomb squad, etc.) that are currently fielded and have some level of operational capability. This information proved to be a good news story for South Carolina. In accordance with the objectives of the 1999 Strategy, several State agencies have fielded new capabilities, including fourteen COBRA (Chemical, Ordnance, Biological, and Radiological) units and more than four-dozen Public Health Teams. The jurisdictions also reported a significant increase in mutual aid pacts that will pave the way for cooperation and employment of the new capabilities.

- **Equipment:** The ODP instructions provided the jurisdictions an Authorized Equipment List (AEL) as well as an additional listing of new, possibly more capable equipment that has not yet been added to the standardized AEL. Instructions required the jurisdictions to inventory their on-hand equipment and compare their overall capability to what they perceived as their basic requirements for addressing the dominant PTE recorded in the risk analysis. The jurisdictions recorded the delta between what is needed and what they currently have on-hand or have purchased and are awaiting delivery. The online tool multiplies the delta for each line item of equipment by the catalog cost for that item and provides each jurisdiction a dollar cost for needed equipment. The total cost rollup to support South Carolina's identified equipment needs is slightly less than $500 million.

- **Training:** The jurisdictions reported their training needs under four categories: Awareness, Performance Defensive, Performance Offensive, and Planning & Management. The number of personnel still to be trained or requiring sustainment training over the next three-year period is unexpectedly high for two reasons. First, many of the jurisdictional emergency management, public works, health, and government personnel, who previously needed only one or two categories of training, are now assigned to the COBRA teams as volunteers and require extensive Performance Defensive and Offensive training. The 1999 SDPS identified nearly 40,000 emergency response personnel who needed Awareness Training. Today, following New York City's serious challenges with the events of September 11, 2001, the number of personnel requiring some form of Awareness Training has increased exponentially, particularly for public health care, public works, and government. South Carolina will continue to prioritize its training resources to accommodate the most urgent needs in accordance with clear guidelines provided by ODP. The State will also develop innovative, cost efficient ways to provide terrorism awareness training to as many personnel as possible across all disciplines.

- **Exercises:** South Carolina's 2003 Homeland Security Exercise and Evaluation Program (HSEEP) retains the building block approach for local, regional, and State exercises. The HSEEP reflects the needs identified by the jurisdictions in the 2003 assessment. The State intends to provide seminars, workshops, tabletops, drills, functional exercises, and full-scale exercises tailored to specific audiences and training objectives. The State intends to conduct exercises that will evaluate health preparedness, national stockpile planning, critical infrastructure protection programs, transportation nodal security, port security, and specialized

response teams. Currently, the State is planning to conduct more than four-dozen full-scale, hands-on exercises and drills at regional and State level during the next three years.

VISION

Based on the needs identified in the assessment, the vision for the 2003 SHSS is to provide South Carolina a comprehensive, integrated homeland security program that deters, detects, and prevents terrorist activity through effective risk management, threat recognition, and unencumbered information sharing to all levels of government and the private sector. The program will also provide the State the means to rapidly respond to terrorist and WMD incidents with local regional, and State response teams that are well organized, fully equipped, superbly trained, and jointly employed to ensure the protection and safety of all residents.

FOCUS

The *National Strategy for Homeland Security* makes terrorist incident prevention the number one priority of the Federal government. The 2003 South Carolina SHSS strongly reflects current National priorities and continues the implementation of regional response and emergency medical preparedness programs that were begun in 1999. South Carolina will focus on the following during this Strategy period:

- Prevent terrorism within the State's borders by strengthening Federal, State, and local collaboration, intelligence gathering, and information sharing, threat recognition, risk management, and intervention capabilities.
- Continue to build regional response capabilities to enhance collaboration and joint operations between jurisdictions and to facilitate rapid reinforcement of local response teams.
- Partner with the private sector whenever possible to strengthen domestic preparedness.
- Develop programs that leverage and integrate volunteer services into appropriate State and local homeland security efforts.
- Continue to develop enhanced capabilities that can support the State's prevention of and response to all hazards.

GOALS

South Carolina has developed three "strategic" goals, which align closely with the objectives and priorities of the *National Strategy for Homeland Security*. South Carolina's strategic goals are:

- Detect security threats and prevent terrorist attacks from occurring in South Carolina.
- Reduce South Carolina's vulnerability to terrorism and respond rapidly to suspected terrorist activity.
- Minimize the damage and recover from terrorist attacks that do occur.

The 2003 SHSS emphasizes the teamwork and cooperation that must exist between all levels of government and includes the private sector in considering each of the State's security challenges. South Carolina has developed 4 action goals and 26 objectives that support State, Regional, and local actions to *detect* security threats and *prevent* terrorist attacks. In the context of this document, "State, Regional, and local capabilities" refer to preparedness in both the public and private sectors.

For response, South Carolina's working groups developed 3 action goals and 29 objectives. The working groups placed a premium on continued improvements in communications interoperability; equipping, fielding, and training regional and local response teams; and building greater State, Regional, and local capabilities to respond to agroterrorism and threats to public health.

For recovery and mitigation, South Carolina's strategy working groups developed one action goal and a total of six supporting objectives.

Exhibits 1, 2, and 3 list the various action goals that form the centerpiece of the SHSS.

Exhibit 1. Prevent

STRATEGIC GOAL #1: Detect security threats and prevent terrorist attacks from occurring in South Carolina.
Action Goals: 1.1 Improve State, Regional, and local capabilities to detect and prevent terrorist activity, provide early warning, analyze intelligence, share information, and conduct joint intervention operations. 1.2 Improve State, Regional, and local capabilities to detect and prevent agroterrorism and threats to food safety. 1.3 Design and implement a comprehensive cyber security program that protects the State's information technology assets. 1.4 Enhance protection of critical infrastructure and key assets.

Exhibit 2. Respond

STRATEGIC GOAL #2: Reduce South Carolina's vulnerability to terrorism and respond rapidly to suspected enemy activity.
Action Goals: 2.1 Improve communications interoperability, security, and redundancy. 2.2 Improve State, Regional, and local capabilities to respond to terrorist attacks employing chemical, biological, radiological, nuclear, or explosive devices, infectious disease outbreaks, public health threats, and other emergencies. 2.3 Improve State, Regional, and local capabilities to respond to agroterrorism, foreign animal disease, plant disease, or other disasters that threaten agriculture or food safety.

Exhibit 3. Recover

STRATEGIC GOAL #3: Minimize the damage and recover from terrorist attacks that do occur.

Action Goals:

3.1 Improve State, Regional, and local capabilities to recover from terrorist attacks employing chemical, biological, radiological, nuclear, or explosive devices, infectious disease outbreaks, public health threats and other emergencies.

CONCLUSION

South Carolina leaders developed the 1999 SDPS prior to the events of September 11, 2001. The SDPS correctly focused on building significant response and recovery capabilities to address WMD and terrorist asymmetric actions. The authors of the 1999 Strategy initiated programs to strengthen existing local response capabilities while at the same time, creating new capabilities that can be employed regionally and provide reinforcement to those responders first on the scene. South Carolina's capabilities have matured under this plan through the acquisition of badly needed equipment and the conduct of challenging exercises. As South Carolina improved its terrorism response capabilities, it has also significantly improved its preparedness for dealing with other hazards, natural and manmade.

The events of September 11, 2001 have made the detection and prevention of terrorist attacks the number one priority of our nation's homeland security program. The 2003 South Carolina SHSS is heavily weighted towards achieving this goal, while at the same time moving to complete response and recovery programs that were begun several years ago. To achieve maximum capability for detecting and preventing terrorist acts, South Carolina will build programs that strengthen Federal, State, and local collaboration, intelligence gathering and information sharing, threat recognition, risk management, and joint intervention. With solid skills in response and recovery developed over time for an all hazards environment, South Carolina now moves forward with confidence to defend its borders, protect its people and infrastructure, and preserve the State's values and way of life.

ANNEX B: Goals, Objectives, and Implementation Steps

Goal 1.1 (Prevention) Improve State, Regional, and local capabilities to detect terrorist activity, provide early warning, analyze intelligence, share information and conduct joint intervention operations.	
PLANNING	
Objective 1.1.1: Define and establish a process for information sharing and mutual support across all levels of government and the private sector no later than January 1, 2005.	**Implementation:** • Identify customers, types of information, available dissemination systems, and processes for achieving effective information sharing. • Develop plans for rapid sharing of critical counter-terrorism information to law enforcement, other State and local agencies, and the private sector. • Provide interim report and recommended milestones to the State Counterterrorism Coordinating Council (CTCC) by October 1, 2004.
Objective 1.1.2 Establish an "all source intelligence/information fusion center" by July 31, 2005 that will facilitate collaboration and information sharing among law enforcement, emergency response agencies, private sector organizations and the National Intelligence community.	**Implementation:** • Develop plans and milestones by July 31, 2004 that define the center's mission and organization. • Develop appropriate memorandums of understanding between SLED and key agencies, particularly the FBI's JTTF, concerning roles, missions, and processes. • Establish interoperable communications and database. • Establish analytical cell to collect, analyze, produce and disseminate critical information. • Establish a "knowledge management" program that supports all levels of government and the private sector.
Objective 1.1.3: Enhance port and intermodal transportation security by developing and sharing actionable intelligence on inbound and outbound shipping operations.	**Implementation:** • Develop a single intelligence database system for Charleston Port and regional intermodal links that has interoperability with multiple law enforcement, intelligence and other public safety database programs. • Develop plans that ensure interoperable communications between multiple agencies and facilitate collaborative operations from a single harbor coordination center. • Develop plans that integrate private sector critical infrastructure protection into ports' overall security CONOPS. • Establish programs that collect and share critical information on ships, rail traffic, trucks, as well as crewmembers, drivers, manifests, cargo and itineraries. • Complete CONOPS development for Project SeaHawk. • Install integrated port security intrusion, surveillance and inspection systems. • Activate full capability harbor coordination activities no later than July 31, 2005.
Objective 1.1.4: Develop a comprehensive public warning system that leverages emerging technology to provide	**Implementation:** • Establish a public safety working group to assess the State's public warning capability, especially for soft targets such as malls, sporting events, hospitals, etc.

guidance and instructions to the public prior to, during and after an incident when possible.	• Report status of public warning system to the State CTCC by October 1, 2004 and recommend improvements as needed. • Integrate Federal, State, and local law enforcement emergency warning systems with those systems operated by other response agencies. • Implement WMD alert system similar to Amber Alert. • Expand programs like traffic message signs on the interstate highways and upgrade the Emergency Alert System (EAS) to "fail-safe" status. • Develop, implement, and evaluate a self-protection training and awareness program for the public. • Develop and integrate "risk communications" procedures into the public self-protection program. • Establish terrorism information website for public access not later than October 31, 2004.
ORGANIZATION	
Objective 1.1.5: Establish organizations at State and regional levels by July 1, 2005 to monitor and coordinate information sharing efforts.	**Implementation:** • Establish subcommittees within the State and Regional CTCC to assess progress of the information sharing program within the jurisdictions and to make recommendations. • Establish a centralized organization (fusion cell) at State level by July 1, 2005 that will be responsible for 24/7 operations to collect, analyze and disseminate potentially critical information concerning crime and/or terrorism. • Establish links to complement and assist Federal and State initiatives in the JTTF and Project SeaHawk. • Multi-agency Task Force at Charleston Port will coordinate an integrated security system for intermodal transportation operations. • Establish appropriate liaison with non-law enforcement agencies, the private sector and the military for the purpose of exchanging information.
EQUIPMENT	
Objective 1.1.6: Equip the fusion and harbor coordination centers with state of the art technology for database mining, systems integration, comparative searches, analysis, and information dissemination.	**Implementation:** • Establish fusion center Interagency Working Group by March 31, 2004 to assess current technology for database mining, data correlation, records management systems, communications, and sensor integration. • Acquire appropriate equipment capability in accordance with the working group's findings. • Integrate SLED's Uniform Crime Reporting (UCR) database, which holds local and State incident reports, into the Fusion Center systems.

	• Establish process to link criminal history and fingerprint data into the UCR. • For SeaHawk, install unified communications with software patch and features to achieve interoperable voice and data transmissions. • For SeaHawk, install intrusion detectors, video, container examiners, etc. and enable electronic integration of information in the coordination center. • Provide for data and voice interoperability between SeaHawk Operations Center and the State Fusion Center. • Coordinate with the U.S. Customs Service to facilitate container "fast tracking" initiatives.
TRAINING	
Objective 1.1.7: Develop comprehensive information sharing and intelligence analysis training program no later than January 31, 2005.	**Implementation:** • Develop terrorism prevention training for key public and private sector agencies and the public at large. • Provide terrorism awareness and collaborative process training to agency key executives. • Develop and distribute terrorism prevention field operating guides (FOG) to response agencies and public not later than March 31, 2005. • Develop public information website by October 1, 2004 that provides continuously updated, unclassified terrorism awareness information. • Develop training program to provide basic intelligence analysis training to SLED agents and local law enforcement.
EXERCISES	
Objective 1.1.8: Integrate intelligence analysis, information sharing and collaboration requirements into all State and local antiterrorism and WMD.	**Implementation:** • Develop exercise scenarios for State, Regional, and local level exercises that make information sharing, collaboration and mutual support prerequisites for success. • Develop exercise scenarios by July 31, 2005 that test the collection, analysis, and dissemination functions of the all source intelligence fusion cell.
Objective 1.1.9: Develop a comprehensive port security exercise program that objectively evaluates performance of the harbor coordination center, Charleston Port security and intermodal transportation operations.	**Implementation:** • Develop exercise plans by July 31, 2005 to evaluate emerging technology and new equipment. • Develop exercise plans by July 31, 2005 to evaluate effectiveness of the harbor coordination center and interagency coordination at the Port of Charleston. • Assess South Carolina port security preparedness and compliance with the Maritime Security Act for security plans and training through realistic scenario based exercises.

Objective 1.1.10: Develop executive level exercise program by January 31, 2005 that assesses State and local capabilities to work with Federal components to detect, evaluate and preempt suspected terrorist activity.	**Implementation:** • Use results of the assessment (SHSAS) to refine / validate previously constructed Three-Year Exercise Plan. • Develop exercise plans that stress prevention of possible terrorist events identified in the assessment. • Develop exercise plans that measure Federal, State, and local information sharing and cooperation in pre-incident scenarios. • Develop exercise plans that evaluate communications, command and control and coordination for conducting joint intervention operations. • Develop exercise plans that evaluate State, Regional and local understanding of the National Incident Management System. • Develop exercise plans to evaluate State, Regional and local understanding of the State's WMD surveillance systems.
GOAL 1.2: (Prevention) Improve State, Regional and local capabilities to detect and prevent agroterrorism and threats to food safety.	
PLANNING	
Objective 1.2.1: Develop and exercise a comprehensive plan for preventing and responding to agroterrorism and for ensuring the safety of the food supply in South Carolina.	**Implementation:** • Prepare a statewide plan by January 31, 2005 that addresses detecting, identifying, and responding to diseases and other threats that may affect agriculture or the food supply. • Coordinate with the Regional and local authorities to prepare agroterrorism prevention and response plans no later than July 31, 2005, and to integrate the plans with the State's other WMD mitigation, response and recovery plans. • Review the SHSAS Assessment and develop bio-security plans no later than January 1, 2005 for protecting farms, food production facilities, water supplies and food distribution. • Develop risk mitigation plans for other sites as required.
ORGANIZATION	
Objective 1.2.2: Develop organizational infrastructure for agricultural extension services and technical support programs.	**Implementation:** • Determine the minimum required agricultural services infrastructure to address the identified threat. • Critically assess existing infrastructure to determine sufficiency of current extension services. • Present infrastructure recommendations to the State CTCC by July 31, 2004. • Implement approved phased organizational plan by July 31, 2005.
TRAINING	
Objective 1.2.3: Develop and implement a bio-security training plan for farm owners, food processing facilities, food centers and transporters by January 31, 2005.	**Implementation:** • Conduct assessment of biosecurity training proficiency for key stakeholders in each jurisdiction. • Provide resident, mobile, and computer based bio-security training for each jurisdiction. • Develop communications plan for informing the public about improvements in food safety and security and providing awareness training on the dangerous effects of agroterrorism.
EXERCISES	
Objective 1.2.4: Develop and conduct joint agroterrorism exercises with the Emergency Management Division,	**Implementation:** • Develop and incorporate agroterrorism and food safety protection into the State Exercise Strategy. • Plan and conduct joint agroterrorism exercises at the local,

State Law Enforcement and other key response agencies.	Regional and State levels no later than July 31, 2005.
GOAL 1.3: (Prevention) Design and implement a comprehensive cyber security program that protects critical State and local information technology assets.	
PLANNING	
Objective 1.3.1: Develop a cyber-protection plan by October 1, 2004 that mitigates outstanding risks discovered in a statewide assessment and defines the process to continually monitor critical State and local information technology assets.	**Implementation:** • Conduct a comprehensive technology risk assessment to identify and baseline the state's vulnerabilities to cyber attack. • Use the Operationally Critical Threat Asset Vulnerability Evaluation (OCTAVE) to provide tools and training for improving security posture. • Identify immediate measures for unprotected critical infrastructure and prioritize jurisdictional fixes in accordance with jurisdiction SHSAS assessment. • Coordinate with the Computer Crime Center for the development of a Cyber Terrorism Response Plan.
ORGANIZATION	
Objective 1.3.2: Establish the South Carolina Information Sharing and Analysis Center (ISAC) by July 31, 2005 to analyze and distribute information on security events, best practices and awareness programs to Federal, State, county and local levels.	**Implementation:** • Integrate Secure South Carolina and the ISAC into the State's overall cyber protection plan to provide security information and awareness training throughout the State. • Use Secure South Carolina to generate specific cyber security needs assessments for State, Regional and local networks.
Objective 1.3.3: Establish a South Carolina Computer Emergency Response Team at State level.	**Implementation:** • Coordinate emergency response team activation with the FBI, SLED Computer Crime Center, Secret Service and other public safety representatives. • Define emergency response team roles and missions. • Establish emergency operations plans and standard operating procedures for the team by July 31, 2004. • Coordinate SC CERT planning, response, training and exercises with multi-state regional and national efforts.
EQUIPMENT	
Objective 1.3.4: Protect the State's information systems with state of the art technology for anti-intrusion devices, software and other tools.	**Implementation:** • Prioritize State networks for receipt of protection devices, beginning first with networks and systems that support critical infrastructure. • Use the SHSAS assessment to prioritize deployment of protection equipment to the jurisdictions. • Install tools that will collect information for analysis on attempts to breach network security. • Using a phased approach, achieve 90 percent protection assurance by October 1, 2006. • Acquire and install intrusion protection systems, sensors, firewalls, and other security devices by January 31, 2006, using a phased deployment schedule.
EXERCISES	

Objective 1.3.5: Periodically assess the effectiveness of the cyber protection plan through exercises that simulate attacks on information networks.	**Implementation:** • Develop exercises that simulate attacks on a representative network in a controlled setting. • Train an internal Security Expert Assist Team to challenge network security during scenario-based exercises.
GOAL 1.4: (Prevention) Enhance protection of critical infrastructure and key assets.	
PLANNING	
Objective 1.4.1: Develop and implement a comprehensive critical infrastructure protection program.	**Implementation:** • Identify potential targets from the 1999 and 2003 State Assessment and Strategy programs to be included in the SC Critical Infrastructure Protection Program. • Prioritize identified targets for detailed risk planning. • Prepare a phased schedule to review and objectively rate each potential target using the RAVA, CARVER, or other similar risk assessment tool. • Provide report and risk mitigation recommendations to the State CT Coordinating Council by January 31, 2005.
Objective 1.4.2: Coordinate with the Department of Education to develop and implement emergency operations planning and risk mitigation for school infrastructure, operations and other support activities no later than July 31, 2005.	**Implementation:** • Assess school EOPs and risk management programs. • Brief assessment results and priorities to the Regional CTCCs. • Provide emergency operations planning template and checklists to State and local education organizations. • Provide technical assistance to implement the Model Safe Schools Checklist and recommend risk mitigation measures. • Provide terrorism and WMD awareness training to students, faculty, support staff and administrators.
Objective 1.4.3: Prepare comprehensive mitigation plans for State and local critical water supply facilities and treatment plants not later than October 1, 2004.	**Implementation:** • Task Force will coordinate interagency effort to review vulnerability assessments of all critical water supply and treatment plants by January 31, 2005. • Assist public and private sector in developing mitigation and emergency operations plans for critical water facilities by July 31, 2005. • Integrate inspection and evaluation of mitigation plans into the State Critical Infrastructure Protection Program.
ORGANIZATION	
Objective 1.4.4: Establish an Interagency Task Force to develop and manage the State's Critical Infrastructure Protection Program.	**Implementation:** • SLED coordinate with the Bureau of Protective Services and other key agencies to create a Task Force for administering the Critical Infrastructure Protection Program. • Brief recommendations for the Task Force membership and responsibilities to the State CT Coordinating Council no later than July 31, 2004. • Task Force will provide to the State CT Coordinating Council its three-year plan for mitigating risk to the State's most vulnerable targets not later than July 31, 2005.

EQUIPMENT	
Objective 1.4.5: Identify security enhancement technology to protect the State's most vulnerable and valuable targets.	**Implementation:** • Identify targets that should have technological enhancements. • Evaluate access control, intrusion detection, cargo inspection, and biometric identification technology for the State's most vulnerable, public critical infrastructure. • Develop a prioritized security plan for hardening the State's most vulnerable targets not later than July 31, 2005. • Expand programs like the Intelligent Transportation System (closed circuit TV on critical roadways and dams). • Coordinate security recommendations with private sector organizations that may assist or be affected. • Brief the State CT Coordinating Council on priorities and recommendations not later than July 31, 2006. • Identify funding source by December 31, 2004.
TRAINING	
Objective 1.4.6: Develop training program for critical infrastructure protection.	**Implementation:** • Develop Training Plan and program milestones by October 1, 2005. • Develop online or computer based protection training for emergency response agencies and private sector organizations who own 80 percent of the nation's critical infrastructure. • Provide online or computer based training in Crime Prevention through Environmental Design (CPTED). • Publish guidelines and recommendations for self-inspection of infrastructure by public and private sector organizations not later than July 31, 2005. • Develop templates for emergency operations plans for private sector organizations with critical infrastructure no later than October 1, 2005. • Provide terrorism and WMD awareness training to students and faculty at state schools. • Provide terrorism and WMD awareness training to volunteer organizations that are participating in critical infrastructure protection programs.
EXERCISES	
Objective 1.4.7: Integrate exercise requirements with SCEMD to assess the effectiveness of critical infrastructure protection plans.	**Implementation:** • Develop and implement an inspection and exercise program that periodically assesses the effectiveness of critical infrastructure protection measures. • Assess a minimum of 10 high priority public or government targets annually. • Offer inspection and exercise services to selected high value private sector facilities on a volunteer basis, depending on availability of resources. • Make available non-target specific lessons learned from these exercises on a need to know basis. • Develop and implement a corrective actions program for each evaluated target.
GOAL 2.1: (Response) Improve communications interoperability, security and redundancy.	

PLANNING	
Objective 2.1.1: Develop policies and contractual programs that encourage communications service vendors to improve their continuity of service plans, availability of alternate circuits and channels and improved alternate or redundant capability.	**Implementation:** • Develop model contract language for future communications services procurement that is favorable to the State or local customer. • Require vendors to verify existence of business continuity plans that account for possible CBRNE attacks. • Provide semiannual status of communications COOP to the State CTCC.
EQUIPMENT	
Objective 2.1.2: Provide County 911 Dispatch, Emergency Operations Centers (EOC), DPS, and other key coordination nodes access to multiple communications channels and multiple talk groups through the statewide 800 MHz systems.	**Implementation:** • Procure and install a Desktop Control Station in every 911 Dispatch Center, County EOC and nuclear power plant in the State by July 31, 2005. • Develop policies and procedures necessary to support increased access to multiple channels and talk-groups by July 31, 2004. • Develop policies and procedures by July 31, 2004 to support regional mutual aid talk-groups and statewide mutual aid talk-groups available through the State's 800 MHz systems. • Provide semiannual status reports on the statewide 800 MHz system improvements to the State CTCC.
Objective 2.1.3: Improve the statewide 800 MHz systems coverage to ensure reliable communications for handheld radios throughout 95 percent of the State.	**Implementation:** • Establish additional transmitters throughout the state to support emergency responders' expanded use of handheld radios inside buildings in population centers and rural counties. • Establish sufficient transmission sites by January 31, 2005 to ensure improved coverage for handheld radios in rural counties that border nuclear facilities. • Review, determine, and adjust if necessary sufficient infrastructure (radio channels/frequencies) to support responders during disasters.
Objective 2.1.4: Expand the statewide 800 MHz systems to provide mobile data communications capability to all public safety agencies.	**Implementation:** • Upgrade all 800 MHz transmission sites no later than December 31, 2005 to support data, AVL (automatic vehicle location) and computer-aided dispatch and transmissions throughout the state, and provide mobile terminals for State and local LEA vehicles. • Install message switch through SLED no later than December 31, 2006 to enable direct, secure data communications from the State to every patrol car that contains a mobile data receiver.

Objective 2.1.5: Provide alternative, redundant, secure data links for information sharing between county EOCs, mobile surveillance platforms, command and control vehicles, state dispatch centers, and the SEOC.	**Implementation:** • CIO work group investigates and reports to the State CT Coordinating Council the most effective, affordable means of providing secure, interoperable communications to county EOCs and other key agencies. • CIO work group and SCEMD continue to evaluate and deploy emergency management system enhancements to State and local level. • Continue upgrade of the SEOC mobile communications vehicle with cyber protection and ensure interoperability with SEOC. • Continue communications interoperability upgrade of aircraft and other State agency mobile assets. • Provide communications systems upgrade recommendations to the State CTCC NLT January 31, 2005.
Objective 2.1.6: Develop communications systems by July 31, 2005 to provide redundancy in maintaining voice and electronic connectivity with health care, public health, government, EMS, fire service, public works, law enforcement, and other public safety organizations.	**Implementation:** • Maintain and expand a health alert network that will support exchange of key information by linking public health and private partners on a 24/7 basis. • Develop comprehensive security programs to ensure protection of sensitive data, information and transmission systems. • Conduct periodic assessments of the system to identify vulnerabilities and changing requirements. • Prepare corrective action program to meet new vulnerabilities and/or changing requirements.
GOAL 2.2: (Response) Improve State, Regional, and local capabilities to respond to terrorist attacks employing chemical, biological, radiological, nuclear, or explosive devices, infectious disease outbreaks, public health threats and other emergencies.	
PLANNING	
Objective 2.2.1: Develop, exercise, and evaluate a comprehensive public health emergency preparedness plan.	**Implementation:** • Maintain State Bioterrorism Advisory Committee to advise appropriate agencies on public health emergency planning. • Establish working group to develop milestones for developing the State's public health preparedness plan. • Present plan to the State CTCC not later than October 1, 2004. • Develop regional mass casualty response plans and systems in cooperation with hospital, emergency medical services and other health care providers. • Prepare and continuously update a comprehensive plan for tracking critical medical assets in each jurisdiction. • Implement the Health Resources and Services Administration "Bioterrorism Hospital Preparedness Program" cooperative agreement. • Maintain and expand a statewide response system by January 31, 2005 to conduct epidemiological investigations and respond effectively to disease outbreaks and other potential terrorist threats.

Objective 2.2.2: Develop and implement a state-wide system to rapidly detect and report unusual outbreaks of illness, conduct epidemiological investigations, and mitigate disease outbreaks.	**Implementation:** • Develop effective communications and cooperative agreements with health care, public health, law enforcement and emergency response agencies to conduct surveillance, investigate and manage disease outbreaks and consequences on terrorist incidents. • Implement the National Electronic Disease Surveillance System no later than January 31, 2005 to provide rapid electronic disease reporting. • Develop and publish standardized procedures for communicating disease outbreaks and associated advisories no later than January 31, 2005.
Objective 2.2.3: Develop all-hazards Debris Management Program that can also be used in the wake of a catastrophic terrorist attack.	**Implementation:** • Upgrade South Carolina's current debris management plan by July 31, 2005 to cover possible terrorist catastrophic consequences. • Upgrade automated debris management programs to include vegetation. • Include debris management tasks on WMD exercises.
Objective 2.2.4: Develop a Resource Management Program in the State EOC (SEOC) by July 31, 2005 to track available and committed responder personnel, special capability teams, hospital staffs, equipment, supplies, etc. during WMD response operations.	**Implementation:** • Establish a Resource Database that contains State on-hand assets available for WMD response operations. • Enhance the Resource Database to include locations and key inventory of other government or private vendor owned equipment. • Install an automated Resource Management System that can track personnel, equipment and supplies committed to response operations. • Provide database connectivity to the counties and other key agencies.
Objective 2.2.5: Implement the Firefighter Mobilization Plan in accordance with the Firefighter Mobilization Act of 2000.	**Implementation:** • Adopt the plan's operational procedures by March 1, 2004. • Regional Mobilization Coordinators complete fire department data collection and input by July 31, 2004.

Objective 2.2.6: Improve State, Regional, and local capabilities to respond to and recover from catastrophic events through proper continuity of government (COG) and continuity of operations (COOP) planning and training.	**Implementation:** • Coordinate and adopt one of the many approved COOP and COG methodologies for standardization throughout the State. • Provide on-line and computer based COG and COOP training to all state agencies no later than July 31, 2005. • Conduct periodic assessment and update of COG and COOP planning. • Incorporate scenarios that stress COOP and COG into planning all functional and full- scale exercises.
ORGANIZATION	
Objective 2.2.7: Establish a Strategy Implementation Group (SIG) by March 31, 2004 that: • Monitors all State and local agency efforts toward accomplishing the goals and objectives of the State Strategy. •Ensures progress is achieved according to established milestones and other measures of performance defined in the State Strategy. •Identifies issues and recommends adjustments to the Strategy's objectives and/or implementation plans as necessary. •Provides management and administration for the Homeland Security grant process that will support the State's Homeland Security.	**Implementation:** • Implement a Review and Analysis (R&A) management process to reinforce cooperation between agencies and keep senior leaders informed of the State's progress in achieving its goals. • Develop the SHSS implementation milestones and schedules for program objectives and critical implementation tasks. • Integrate the various milestone schedules into a consolidated Microsoft Project Program that simplifies tracking of initiatives (objectives) and identification of thresholds that define success. • Develop a work breakdown schedule that assigns a minimum of one agency POC to each objective. • Establish periodic, multi-level analysis and review process within the SIG that generates status briefs and reports for the Regional and State CTCC's.

Objective 2.2.8: Determine the organizational structure, equipment, storage, and transportation requirements not later than January 31, 2005 to support coordinated public health response to WMD incidents.	**Implementation:** • Analyze the 2003 SHSAS assessment data and other requirements to define the appropriate structure for coordinating public health response to WMD incidents. • Conduct focused surveys to determine equipment, storage and transportation requirements to support public health WMD response. • Continue development of State pre-positioned pharmaceutical supplies in Richland County. • Continue to develop and implement logistic systems in support of the regional pre-positioned equipment and National Stockpile programs. • Prepare detailed plans for activating and deploying pre-positioned equipment and medical supplies. • Develop and report recommendations for the public health response structure to the Staten CTCC no later than January 31, 2005.
Objective 2.2.9: Enhance South Carolina's capabilities to provide regional support and assistance to the jurisdictions for responding to a WMD event.	**Implementation:** • Continue State's reorganization from three counter-terrorism regions to four. • Develop and sustain the state and regional specialized emergency response teams (COBRA, State WMD TF, SWAT, HAZMAT, PH Epidemiology, etc). • State Fire Marshall (LLR) will coordinate the development of the State's urban search and rescue capability over the period of this strategy. • Field, equip, train and certify an Urban Search and Rescue Team in each of the four CT regions by July 31, 2006. • Field, equip and train public health epidemiology and agroterrorism response teams by January 31, 2005. • Review mutual aid pacts to leverage new regional capabilities. • Maintain epidemiology response teams in DHEC's twelve public health districts and central office to rapidly respond to disease outbreaks or WMD health consequences.
Objective 2.2.10: Prepare detailed plans to implement the National Incident Management System.	**Implementation:** • Continue efforts to adopt the Unified Command System statewide for response operations using a multi-discipline approach. • Establish multi-agency, multi-level working group not later than February 29, 2004 to review and evaluate DHS literature on the NRP and draft NIMS. • Identify South Carolina challenges and requirements for implementing NIMS not later than May 1, 2004. • Prepare a phased plan for NIMS implementation not later than October 1, 2004. • Schedule semiannual stakeholder meetings to discuss the working group proposals on how to best execute the implementation plan.

Objective 2.2.11: Develop an organizational structure and operational plan to centralize management and employment of South Carolina's diverse volunteer groups no later than January 31, 2005.	**Implementation:** • Create a central automated database in the SEOC that contains available volunteer groups, membership, points of contact and alert notification information. • Establish coordination elements (made up of volunteers) to help develop plans for employing volunteers in WMD incident response. • Establish a state level volunteer coordination council that has members from all prominent volunteer groups located in South Carolina. • Develop a plan that establishes a collaborative relationship (or partnership) between various volunteer groups and selected emergency response agencies. • Place links to South Carolina volunteer groups on the counter-terrorism awareness website. • Develop a marketing program to increase county participation in the volunteer programs from 22 to 46. • Develop support mechanisms that will guide commitment thresholds, training, and certification as needed.
EQUIPMENT	
Objective 2.2.12: Improve Fire Departments' overall capability to detect the use of chemical agents in a terrorism incident.	**Implementation:** • Establish working group to determine specific equipment needs of local fire departments. • Coordinate working group findings with other response agencies to ensure interoperability and standardization where possible. • Identify funding source by May 2004. • If funded field equipment not later than December 31, 2005.
Objective 2.2.13: Continue to fill previously identified and new equipment requirements for State, Regional, and local response agencies.	**Implementation:** • Continue to support acquisition and fielding of equipment in accordance with the 1999 SPDS and the 2002 and 2003 grants. • Survey local and regional response teams, hospitals and other agencies to determine requirements for inventory changeover, maintenance and calibration. • Develop and implement a State emergency response logistics program by July 31, 2005 to identify maintenance trends and schedule repairs, calibration and replacement.
TRAINING	

Objective 2.2.14: Expand the South Carolina WMD (resident and mobile) Training Program to support increased requirements identified in the 2003 SHSAS.	**Implementation:** • DHEC, SCEMD, other government agencies, and private enterprise partners coordinate a program to offer additional opportunities for response training in bioterrorism, infectious disease and other public health threats. • Train 20 percent of the personnel needing WMD awareness training in 2004. • Train 20 percent of the personnel needing WMD defensive and offensive training in 2004. • Train 30 percent of the personnel needing WMD response management training in 2004.
Objective 2.2.15: Expand EMS WMD response training programs to provide additional specialized skills to local organizations.	**Implementation:** • Continue to train all public and private EMS personnel in WMD Awareness Level Training. • Provide WMD awareness training to new EMT, EMT-I and paramedic students. • Provide equipment and training to local EMS for operations level WMD care and treatment.
Objective 2.2.16: Expand Firefighter WMD response training programs to provide additional specialized skills to local organizations.	**Implementation:** • Provide WMD Awareness Level training to all fire departments. • Establish working group to develop the Firefighters WMD Operational Level Training Program. • Complete production of operational level lesson plans, videos, and other training materials no later than October 1, 2004. • Initiate department training statewide no later than December 1, 2004.
Objective 2.2.17: Integrate special WMD health threat training into emergency responder preparedness activities and exercises by January 1, 2005.	**Implementation:** • Prepare a broad base, WMD health threat training program that can be used by all responders. • Coordinate implementation of the program with all disciplines and SCEMD. • Coordinate with SCEMD to evaluate the health threat training on selected exercises..
EXERCISES	
Objective 2.2.18: Develop and execute a multi-level WMD Exercise Program not later than March 31, 2004 that follows the 2003 State Exercise Strategy.	**Implementation:** • Establish 4 regional exercise coordinators to facilitate better exercise planning and regional programs. • Conduct exercises at local, regional and State level. • Partner with the private sector in WMD preparedness training and exercise development as well as execution. • Enhance South Carolina's preparedness exercises by focusing additional opportunities on WMD medical response, mitigation and services programs. • Coordinate CDC funded public health exercises with SCEMD, SLED, DHEC and other public and private enterprise agencies. • Develop and conduct realistic WMD response exercises that evaluate alert, notification, asset dispatch and emergency responder employment. • Develop exercises that evaluate State and local emergency operations planning for terrorist incidents. • Evaluate exercises using the ODP HSEEP guidelines. • Integrate opposing force operations into FSE.

Objective 2.2.19: Integrate state of the art, high fidelity simulation into State, Regional and local exercise programs not later than July 31, 2005.	**Implementation:** • Establish a plan and milestones to evaluate available off-the-shelf simulation technology for the SEOC not later than July 31, 2004. • Refine SEOC requirements for simulation based on evaluation results. • Convene stakeholder meetings to identify simulation requirements for Regional and local exercises. • Solicit industry for SEOC simulation requirements not later than October 1, 2004. • Solicit industry for Regional and local simulation support not later than March 31, 2005. • Integrate simulation into State level exercises not later than January 31 2005. • Integrate simulation into Regional and local exercises.
Goal 2.3: (Response) Improve State, Regional, and local capabilities to respond to agroterrorism, foreign animal disease, plant disease, or other disasters that threaten agriculture or food safety.	
PLANNING	
Objective 2.3.1: Develop a comprehensive surveillance and detection system by July 31, 2005, to detect and identify potential threats to agriculture, livestock, water, and food supplies and coordinate the appropriate emergency response.	**Implementation:** • Develop plans to standardize protocols and qualification thresholds for diagnostic animal and plant laboratory disease identification capabilities. • Plan, develop, and integrate a statewide notification and alert system for agroterrorism into existing homeland security communications.
ORGANIZATION	
Objective 2.3.2: Establish and support local and regional agroterrorism emergency response capabilities.	**Implementation:** • Form eight response teams not later than January 31, 2006, with specialized personnel, training and equipment to respond to agroterrorism, foreign animal disease, plant disease, or other disasters that threaten agriculture of food safety. • Form 46 County Animal Response Teams not later than January 31, 2006, with volunteer personnel, training and some specialized equipment.
EQUIPMENT	

Objective 2.3.3: Develop laboratory surge capacity by July 31, 2005, for rapid response to agroterrorism or threats to food safety.	**Implementation:** • Expand the range of untapped laboratory testing capabilities to include potential terrorism agents. • Improve emergency responder public health, agricultural, medical, and forensic laboratory testing capabilities for detection and identification of CBRNE. • Strengthen diagnostic animal and plant laboratory capabilities for disease identification through technology upgrades and connectivity to national analytical centers.
TRAINING	
Objective 2.3.4: Improve South Carolina's ability to detect, recognize, and diagnose the presence of agroterrorism.	**Implementation:** • Develop and conduct training not later than July 31, 2005, in disease detection and WMD awareness among growers, producers, packers and distributors. • Develop and conduct training for veterinarians and Clemson agricultural extension services personnel in disease diagnosis, reporting, testing, and emergency response to agroterrorism.
GOAL 3.1: (Recovery) Improve State, Regional, and local capabilities to recover from terrorist attacks employing chemical, biological, radiological, nuclear or explosive devices, infectious disease outbreaks, public health threats and other emergencies.	
PLANNING	
Objective 3.1.1: Develop an integrated WMD disaster recovery program by October 1, 2005 that mobilizes public and private sector resources, including volunteers at Federal, State and local levels for long-term assistance to affected jurisdictions.	**Implementation:** • Enhance State Recovery Plan by October 1, 2005 to cover catastrophic CBRNE events. • Plan, train, and exercise plans for environmental containment and remediation where CBRNE has been used. • Plan, train, and exercise plans for evacuation and re-entry of populations into WMD or terrorist affected area. • Assess current State and local Emergency Operations Plans to determine gaps in recovery capability. • Coordinate State Plan with the Federal Interagency.
ORGANIZATION	
Objective 3.1.2: Establish a centralized organizational structure to guide planning, administer funding, and supervise the conduct of recovery operations.	**Implementation:** • Establish an executive level State Recovery Task Force by October 31, 2004, that is made up of key government, private sector, and emergency response personnel to coordinate and resolve critical long-term assistance issues. • Establish specialized teams to perform recovery, identification, and processing of deceased remains.
EQUIPMENT	
Objective 3.1.3: Identify expected critical resources and equipment requirements for recovery from a WMD disaster.	**Implementation:** • Assess current critical resource capabilities available at State and local level to support recovery operations. • Identify special use equipment and its location to support disaster recovery operations. • Identify required critical resources by discipline, quantity and

	location in the SCEMD Resource Database not later than October 31, 2005. • Identify and prioritize anticipated critical resource shortfalls for contingency planning.
TRAINING	
Objective 3.1.4: Develop a comprehensive, automated program not later than March 31, 2005 that monitors the status of repair and replacement requirements for critical equipment and supplies.	**Implementation:** • Establish interagency working group to develop sustainment program implementation guidelines. • Solicit industry assistance in developing an automated inventory management and tracking program for equipment repair and critical supplies replacement. • Develop audit system to test efficiency of the automated program. • Capture requirements data and formulate policy.
Objective 3.1.5: Provide recovery operations training to the State Recovery Task Force and specialized teams not later than January 31, 2005.	**Implementation:** • Identify recovery-training shortfalls and prioritize training needs by discipline at State and each jurisdiction. • Develop recommended resident and mobile training program by October 31, 2005 that will prepare the Task Force and specialized teams for long term recovery tasks. • Provide refresher training as needed.
EXERCISES	
Objective 3.1.6: Develop exercises (tabletop) for the State Recovery Task Force and other key agency leaders.	**Implementation:** • Use simulation enhanced recovery exercises and modeling to evaluate Federal, State and local plans not later than July 31, 2006. • Use lessons learned from the exercises to refine contingency planning and develop operational procedures. • Develop corrective actions plan based on the exercise AAR.